

Membership Balance Plan
Board of Visitors for the Western Hemisphere Institute for Security Cooperation

Agency: Department of Defense (DoD)

1. Authority: The Secretary of Defense, pursuant to 10 U.S.C. § 2166(e)(1) and in accordance with the Federal Advisory Committee Act (FACA) of 1972 (5 U.S.C., Appendix, as amended) and 41 C.F.R. § 102-3.50(a), established the Board of Visitors for the Western Hemisphere Institute for Security Cooperation (“the Board”) as a statutory advisory committee.
2. Mission/Function: The Board will provide independent advice and recommendations to the Secretary of Defense and the Deputy Secretary of Defense through the Secretary of the Army, on matters pertaining to the operations and management of the Western Hemisphere Institute for Security Cooperation (“the Institute”) and will:
 - a. Inquire into the curriculum, instruction, physical equipment, fiscal affairs, and academic methods of the Institute; other matters relating to the Institute that the Board decides to consider; and any other matter that the Secretary of Defense determines appropriate (10 U.S.C. § 2166(e)(4)(A);
 - b. Review the curriculum to determine whether it complies with applicable U.S. laws and regulations, is consistent with U.S. policy goals toward Latin America and the Caribbean, and adheres to current U.S. doctrine (10 U.S.C. §§ 2166(e)(4)(B)(i)-(iii); and
 - c. Determine whether the instruction under the curriculum of the Institute appropriately emphasizes human rights, the rule of law, due process, civilian control of the military, and the role of the military in a democratic society (10 U.S.C. §§ 2166(d)(1) and (e)(4)(B)(iv)).

The Board will, not later than 60 days after its annual meeting, submit to the Secretary of Defense a written report of its activities, views, and recommendations pertaining to the Institute (10 U.S.C. § 2166(e)(5)).

3. Points of View: The Board will be composed of 14 members; 6 of whom will, to the extent practicable, have professional experience in academia, religious institutions, and human rights communities. The remaining members will include the following:
 - a. Two Members of the Senate (the Chair and Ranking Member of the Armed Services Committee or a designee of either of them);
 - b. Two Members of the House of Representatives (the Chair and Ranking Member of the Armed Services Committee or a designee of either of them);
 - c. One person designated by the Secretary of State (10 U.S.C. § 2166(e)(1));
 - d. The senior military officer responsible for training and doctrine in the U.S. Army (or designee); and

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- e. The Combatant Commanders with geographic responsibility for the Western Hemisphere (U.S. Northern and Southern Command) (or the designees of those officers).

The appointment and affirmation of Board members will be authorized by the Secretary of Defense or the Deputy Secretary of Defense and administratively certified by the Secretary of the Army in accordance with DoD policies and procedures. Members of the Board who are not full-time or permanent part-time Federal officers or employees will be appointed as experts or consultants pursuant to 5 U.S.C. § 3109 to serve as special government employee (SGE) members. Board members who are full-time or permanent part-time Federal officers or employees will be appointed pursuant to 41 C.F.R. § 101-3.130(a) to serve as regular government employee (RGE) members. The DoD, unless otherwise provided for by statute or Presidential directive, does not use representative members on DoD-established or supported advisory committees.

The DoD, in selecting potential candidates for the Board, reviews the educational, experiential, and professional credentials of individuals and bases its selection on this review and the subject matters expected to be handled by the Board. The Department has found that viewing the complex environmental issues facing the Army through a multidisciplinary advisory committee provides the Department and, more importantly, the American public with a broader understanding of the issues on which subsequent policy decisions are based.

Membership will be fairly balanced in terms of points of view represented and the functions to be performed by the Board. The Board's membership balance is not static and the Secretary of Defense or the Deputy Secretary of Defense may authorize changes in the membership based upon work assigned to the Board by the Secretary of Defense, the Deputy Secretary of Defense, or the Secretary of the Army, as the Board's Sponsor.

Each member, based upon his or her individual and professional experiences, provides his or her best judgment on the matters before the Board, and he or she does so without representing any particular point of view and in a manner that is free from conflict of interest.

- 4. Other Balance Factors: N/A
- 5. Candidate Identification Process: The Department of the Army, in selecting potential candidates, reviews the educational and professional credentials of individuals with extensive professional experience in the areas of academia, religion, and human rights. Potential candidates may be identified by current Board members, subcommittee members, and by Army and DoD leadership.

Potential candidates are assessed by the Executive Director/Designated Federal Officer and the Board Chair. The list of candidates is narrowed down to attain a balance between experience and qualification credentials, expertise, and the subject matter anticipated to be reviewed by the Board. During the Secretary of the Army's review, the Secretary strives to achieve a balance between the educational and professional credentials of the candidates and the subject matters anticipated to be reviewed by the Board.

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Prior to consideration by the Secretary of Defense or the Deputy Secretary of Defense, the list of candidates undergoes a review by the Office of General Counsel of the Department of Defense and the Office of the Advisory Committee Management Officer to ensure compliance with Federal and DoD governance requirements, including compliance with the Board's statute, charter, and membership balance plan. Following this review, the Secretary of the Army discusses his or her potential nominees with the Secretary of Defense or the Deputy Secretary of Defense and requests authorization to proceed with the appointments.

The appointment of Board members will be authorized by the Secretary of Defense or the Deputy Secretary of Defense, and administratively certified by the Secretary of the Army in accordance with DoD policies and procedures. Following Secretary of Defense or Deputy Secretary of Defense authorization, the candidates are required to complete the necessary appointment paperwork, to include meeting ethics requirements stipulated by the Office of Government Ethics for advisory committee members.

The Secretary of the Army has the delegated authority to administratively certify the appointment of Board members that were previously authorized by the Secretary of Defense or the Deputy Secretary of Defense. Board members will be appointed for a term of service of one-to-four years, with annual renewals. No member, unless authorized by the Secretary of Defense, may serve more than two consecutive terms of service on the Board, including its subcommittees, or serve on more than two DoD federal advisory committees at one time.

Board and subcommittee member vacancies will be filled in the same manner as described in the previous five paragraphs above.

6. Subcommittee Balance: The DoD, when necessary and consistent with the Board's mission and DoD policies and procedures, may establish subcommittees, task forces, or working groups to support the Board.

Individuals considered for appointment to any subcommittee of the Board may come from the Board itself or from new nominees, as recommended by the Secretary of the Army and based upon the subject matters under consideration. Pursuant to Secretary of Defense policy, the Secretary of the Army is authorized to administratively certify the appointment of subcommittee members if the Secretary of Defense or the Deputy Secretary of Defense has previously authorized the individual's appointment to the Board or another DoD advisory committee. If this prior authorization has not occurred, then the individual's subcommittee appointment must first be authorized by the Secretary of Defense or the Deputy Secretary of Defense and subsequently administratively certified by the Secretary of the Army.

Subcommittee members, with the authorization of the Secretary of Defense or the Deputy Secretary of Defense, will be appointed for a term of service of one-to-four years, subject to annual renewals. Subcommittee members, if not full-time or permanent part-time Federal officers or employees, will be appointed as experts or consultants pursuant to 5 U.S.C. § 3109 to serve as SGE members. Subcommittee members who are full-time or permanent part-time Federal officers or employees will be appointed pursuant to 41 C.F.R. § 101-3.130(a) to serve as RGE members. No member, unless authorized by the Secretary of

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Defense or the Deputy Secretary of Defense, may serve more than two consecutive terms of service on a subcommittees.

The Board has two permanent subcommittees, whose members will be composed of individuals with professional experience in academia, religious institutions, and human rights communities. Each subcommittee will be composed of no more than eight members.

- a. Subcommittee on Education: Provides independent advice and recommendations for the Board's consideration on the Institute's curriculum and the current challenges faced by our international partners' government, military, and law enforcement agencies, to determine if new topics should be considered for inclusion; and also makes recommendations on adjustments to the curriculum or courses that are no longer applicable.
 - b. Subcommittee on Outreach: Provides independent advice and recommendations for the Board's consideration on developing an outreach plan of action to strengthen support for the Institute among influential officials from our international partners to increase student and instructor attendance and encourage burden sharing; strengthen support for the Institute from key U.S. military, civilian, governmental and interagency personnel to sustain funding levels and expand the Institute's role; and develop an outreach plan to identify new partner nations that may be interested in sending students, instructors, guest lectures, or liaison officers to the Institute.
7. Other: As nominees are considered for appointment to the Board, the DoD adheres to the Office of Management and Budget's Revised Guidance on Appointment of Lobbyists to Federal Advisory Committee, Boards, and Commissions (79 FR 47482; August 13, 2014) and the rules and regulations issued by the Office of Government Ethics.
 8. Date Prepared: June 13, 2016